

# COMMISSIONERS GOALS AND OBJECTIVES

Calendar Year 2012

## **Mission Statement**

The mission of Charles County Government is to provide our citizens the highest quality service possible in a timely, efficient, and courteous manner. To achieve this goal, our government must be operated in an open and accessible atmosphere, be based on comprehensive long- and short-term planning, and have an appropriate managerial organization tempered by fiscal responsibility. We support and encourage efforts to grow a diverse workplace.

## **Vision Statement**

Charles County is a place where all people thrive and businesses grow and prosper; where the preservation of our heritage and environment is paramount; where government services to its citizens are provided at the highest level of excellence; and where the quality of life is the best in the nation.

## **Values**

*(unranked)*

Citizen Involvement (outreach)/Customer Focus/Transparency  
Employee Involvement  
Smart Growth/Environmental Responsibility/Quality of Life  
Continuous Improvement with innovative and data-driven decisions  
Fiscal Responsibility  
Positive Image/Quality of Life  
Highest Ethical Standards

## **Commissioners Commitment**

The Charles County Board of Commissioners is committed to the mission statement, vision statement, values, as well as the goals and objectives for the fiscal year, as written in this document. Each Commissioner will respect, respond and endeavor to achieve each item to the best of their ability and judgment. The Commissioners will actively participate in their success which includes monitoring the progress of the goals and objectives on a regular basis.

## **Goal #1: Improve Economic Development & Tourism**

Improve economic development to achieve a balance in commercial/industrial/residential growth as measured by the assessable tax base, per capita income and average County wages (as measured against the metropolitan area) and other appropriate benchmarks through close coordination with the *Economic Development Executive Board* through innovative business retention, expansion and location policies; promoting a favorable regulatory climate for business; and maintaining a thriving business climate and high quality of life where citizens can live, work, and prosper in Charles County.

### **Objectives:**

- 1.) Aggressively pursue attracting defense, research & development, government-related and non-government related agencies and contractors. (Economic Development)
- 2.) Explore partnerships with developers and other entities who present viable plans for re-development. (Economic Development)
- 3.) Gain an understanding regarding ways to align zoning with community vision(s) and re-development opportunities. Begin with an overview of the process. Begin dialogue with citizens about avoiding “islands of development” and determining why developers favor “leap-frog” development. Provide staff with the tools and empower them to work creatively to incentivize builders to develop/re-develop properties in line with community vision and work through challenges. (Economic Development)
- 4.) Promote and market all business parks; evaluate sites for future transit- oriented development/high capacity transit or commuter stop. (Economic Development)
- 5.) Promote economic development within the Development District in Bryans Road, Indian Head and the Route 210 corridor consistent with the 2012 Comprehensive Plan. (Economic Development)
- 6.) Support NSWC and its’ mission and identify actions we can take to show this support. Implement steps or a work plan for the County to Support NSWC. (Economic Development)
- 7.) Explore the viability of the Aqualand, Port Tobacco and Benedict waterfront to prioritize for preservation and protection, public access, and/or development opportunities. (Planning and Growth Management)
- 8.) Identify ways to support and retain agriculture in Charles County to include emphasis on Agro-Tourism. (Tourism)
- 9.) Continue to support the County’s Minority Business Enterprise (MBE) Program. (Fiscal and Administrative Services)
- 10.) Implement the Small Local Business legislation and explore models to incentivize business development within the County, including any/all opportunities to “buy/hire local”. Coordinate and streamline small business resources by assessing and inventorying resources available for small and minority businesses in the County to gain an understanding of how those resources connect to those in need of resources and to identify what gaps exist. (Fiscal and Administrative Services)

- 11.) Continue to expand the County's cultural arts presence to promote arts in the County. (Tourism)
- 12.) Act upon information received from Planning Process Audit. (Planning and Growth Management)
- 13.) Work with local business-oriented organizations, educational state, federal partners to develop and support our workforce. (Economic Development)
- 14.) Express our commitment to a public relations campaign for the County by exploring its feasibility and working within the budget. (Tourism)

### **Goal #2: Enhance Infrastructure**

Enhance the County's infrastructure through funding an aggressive, yet affordable, Capital Improvement Program (CIP) for those functions which are a government responsibility; increase the carrying capacity of the CIP through maintaining levies on new growth and constructing projects in-house where feasible; and facilitate wholly, or partially/privately constructed and financed infrastructure, whenever advantageous.

#### **Objectives:**

- 1.) Consider long-term stormwater management maintenance options and, in interim, work with communities for solutions where specific stormwater issues arise. (Planning & Growth Management)
- 2.) Maintain/increase property values through neighborhood revitalization by clearly defining the roles and responsibilities of neighborhood associations and the County government in the County's urban communities. Exploring the feasibility of establishing a special taxing or assessment district in urban communities to provide services such as: trash collection, litter control, hiker/biker paths, sidewalks, stormwater management, street cleaning and street lights. (Planning & Growth Management)
- 3.) Continue to improve and expand transportation infrastructure by creating a comprehensive transportation system for Charles County to include a reliable and efficient commuter bus system, locally operated transit service, local connector roads, and high capacity transit linking Waldorf and Washington, D.C. Secure federal planning funds for required studies. Evaluate local transportation needs with special attention to the rural areas of the County. (Planning and Growth Management & Community Services)
- 4.) Develop a strategic plan to identify and evaluate alternative sources of water; promote use of reclaimed water; raise awareness of water value to public; promote water conservation; evaluate how proposed - growth, development and aquifer trends will affect water resources. (Planning & Growth Management)
- 5.) Establish State and Federal funding priorities to meet deadlines for Congressional grants; look at earmarks of other sources of funding from this year for guide; complete and submit applications. (County Administrator)

- 6.) Review the recommendations of the Communications Commission presented to the Commissioners in March, 2012 and formulate an action plan regarding the availability for equal access to communication services including broadband, FIOS, cell phone, T1, etc. Explore the internet solution found by the Mayaone Reserve in Accokeek, Maryland. (Fiscal & Administrative Services)
- 7.) Develop a plan to inventory all known private roads. Assess challenges presented by inferior private roads in the County; determine options for upgrading these roads. (Planning and Growth Management)
- 8.) Explore county signage for entranceways. (Public Works)

### **Goal #3: Efficiency of Government Operations & Services**

Improve the effectiveness and efficiency of government through utilization of productivity enhancing technology, equipment and incentives; maintain a well-trained, highly motivated, fairly compensated, diverse workforce in a safe and orderly environment. The County values fiscal responsibility, the highest ethical standards and excellent standards in conducting County business.

#### **Objectives:**

- 1.) Through better utilization of the recruitment process and tools, increase diversity at all levels of County Government. (Human Resources)
- 2.) Acquire a facility to be used for providing multiple public services i.e.: family homeless shelter, senior programs, youth facility, etc; obtain Federal and/or State Grants to fund; obtain an Option to Purchase; seek citizen input. (Community Services)
- 3.) Consolidate information regarding youth services and contemplate a comprehensive youth policy, including the exploration of the “Harlem Children’s Zone and comparable programs. Establish a comprehensive youth policy with recommendations for youth programs. (Community Services).
- 4.) Evaluate County operations for potential overlap and/or potential consolidation amongst County agencies (i.e. procurement, information technology) (County Commissioners)
- 5.) Evaluate current departmental technology to improve efficiency. (Fiscal & Administrative Services)
- 6.) Solicit citizen input regarding charter form of government. (County Attorney’s Office)
- 7.) Encourage dialogue and input regarding human resources issues throughout the County to include wellness issues. (Community Services)
- 8.) Create more strength as a region through Tri-County Council for Southern Maryland, Metropolitan Washington Council of Governments (COG), neighboring jurisdictions, incorporated towns, and other existing organizations. (County Commissioners)

- 9.) Establish a policy and/or philosophy that the County will adhere to timelines adopted by the state or other regulatory agencies. Remain engaged with staff in monitoring state or other regulatory agency timelines and regulations and legislation as related to risks and/or benefits. (County Commissioners)
- 10.) Through the DHR Employee Committee and with feedback from the Annual Employee Satisfaction survey, continue to explore low-cost or no-cost employee incentives and initiatives for employees. (Human Resources)
- 11.) Establish an anti-poverty comprehensive plan to respond to the needs of our most needy citizens in a timely manner. Gain an understanding of the resource allocation and services provided. Continue work on the Rural Housing Improvement Initiative with the County Intervention Team to reduce number of homes in Charles County without indoor plumbing, provide comprehensive support for our families, and work cooperatively with our partners. (Community Services)
- 12.) Explore the viability of “clouding” via comprehensive staff presentation on risks/rewards/potential cost savings. (Fiscal and Administrative Services)
- 13.) Explore the feasibility of creating an Inspector General’s Office to serve as a watchdog to detect and prevent fraud, waste, and abuse in County government operations. Purpose ways to increase the legal, fiscal, and ethical accountability of County government department and county-funded agencies. Review efficiency and effectiveness of programs and operations of county government and independent county-funding agencies. (County Attorney’s Office)
- 14.) Explore opportunities to provide additional transparency and efficiencies within the Commissioners’ Office on the Commissioner level. (County Commissioners)
- 15.) Establish Ethics Commission Rules and Procedures. Explore possibility of Ethics Commission subpoena power. (County Attorney’s Office)
- 16.) Support and encourage efforts to grow a diverse workplace for all departments funded by Charles County Government. (County Commissioners)

#### **Goal #4: Comprehensive Planning**

Achieve a prosperous, aesthetically pleasing County, with safe and healthy communities and a balanced economic base, where our heritage, rural character and legacy are also respected and protected through citizen involvement in the planning process, relevant land use plans and policies and conformance to smart growth principles to assure a high quality of life.

#### **Objectives:**

- 1.) Establish a Community Revitalization Initiative to improve property values and quality of life to include increasing the accountability of and strengthening the County’s Nuisance Ordinance/Nuisance Abatement Board, Homeowner’s Association Dispute Resolution process, establishment of oversight by the County Attorney’s Office for review of homeowner’s association structure, funding, inspection and enforcement of development bonds, development of an inventory of homeowner’s associations (voluntary & involuntary) and a rental registration

program, and acquiring/reviewing a list of abandoned properties and foreclosed homes to establish standards of oversight. (County Attorney's Office)

- 2.) Implement recommendation of the Property Standards Task Force as presented to the Commissioners in March 2012. (Planning and Growth Management)
- 3.) Commit to the delivery of affordable and/or workforce housing stock based on the independent study results on the housing stock, densities, minimum size of homes, height, etc. (Community Services)
- 4.) Commit to the ongoing support of the Comprehensive Planning Process by staying engaged with the Planning Division of the Department of Planning and Growth Management and the Planning Commission. (County Commissioners)
- 5.) Conduct a joint meeting with the Board of County Commissioners and the Planning Commission. (County Commissioners)
- 6.) Work with the Board of Education to understand redistricting, school overcrowding, etc. in our local school system so that we can make informed decisions. (County Commissioners)

#### **Goal #5: Support the Achievement of Education Benchmarks**

Through a mutually cooperative and supportive relationship between the Board of Education and County Commissioners, provide the financial resources and public facilities, and establish benchmarks for academic achievement, within a safe, orderly, and healthy environment for all students and personnel.

#### **Objectives:**

- 1.) Work with the Board of Education to research/identify innovative methods of funding public education. (County Commissioners/Board of Education/Fiscal & Administrative Services)
- 2.) Prioritize funding of new high school (operation and otherwise). (County Commissioners/Board of Education)
- 3.) Conduct a strategic planning session with Board of Education prior to the end of the Fiscal year 2012. (County Commissioners)
- 4.) Continue to work with the Charles County Board of Education to meet stated standard of pay in accordance with established policy criteria. (County Commissioners/ Board of Education)

### **Goal #6: Maintain a High Level of Public Safety**

Maintain a high level of public safety and health in the County, as evidenced by crime rates, response times, and security measures to thwart or combat terrorism and bio-terrorism, by providing the financial resources, emergency planning and support for law enforcement, fire/EMS, and public health functions, respectively.

#### **Objectives:**

- 1.) Conduct a strategic planning session with Volunteer/career EMS and fire services within Fiscal Year 2012. (County Commissioners/Emergency Services)
- 2.) Conduct a strategic planning session with Charles County Sheriff's Office within Fiscal Year 2012. (County Commissioners/County Administrator)
- 3.) Remain vigilant to community health issues, including those of epidemic proportions. (Emergency Services)
- 4.) Encourage input and dialogue regarding public safety related agencies. (Emergency Services)
- 5.) Continue to work with the Charles County Sheriff's Office to meet stated standard of pay in accordance with established State policy criteria. (County Commissioners/Sheriff's Office)

### **Goal #7: Environment and Energy Awareness**

The County values a Smart Growth approach to our community development needs. We recognize that it is imperative to respect and preserve natural resources in every decision made. We must be ever mindful of the environment and protect its beauty.

#### **Objectives:**

- 1.) Lead conservation efforts throughout Charles County. (County Commissioners)
- 2.) Establish Green Building code standards/guidelines. (Planning and Growth Management)
- 3.) Review inventory/progress of public/private energy efficiency projects (Energy Efficiency Block Grant briefing). (County Administrator)

Approved May 1, 2012